

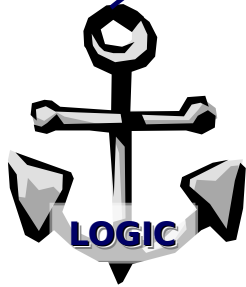


“Knowing” The Art of War 2000

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Syllogisms



Cannot have predictable
patterns in warfare

Logic sometimes creates
predictable patterns

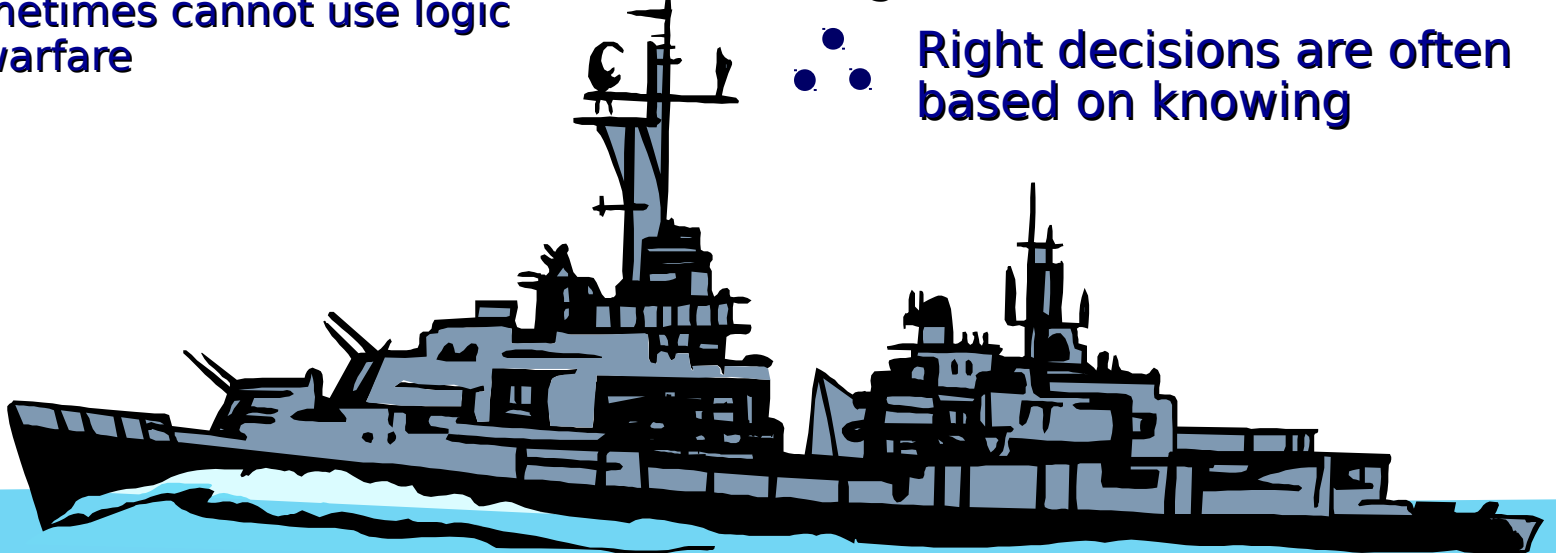
- Sometimes cannot use logic
• in warfare



Captains often make decisions
based on knowing

Captains usually make the
right decisions

- Right decisions are often
• based on knowing





“Knowing” is:

- **seeing beyond images;**
- **hearing beyond words;**
- **and sensing beyond appearances.**

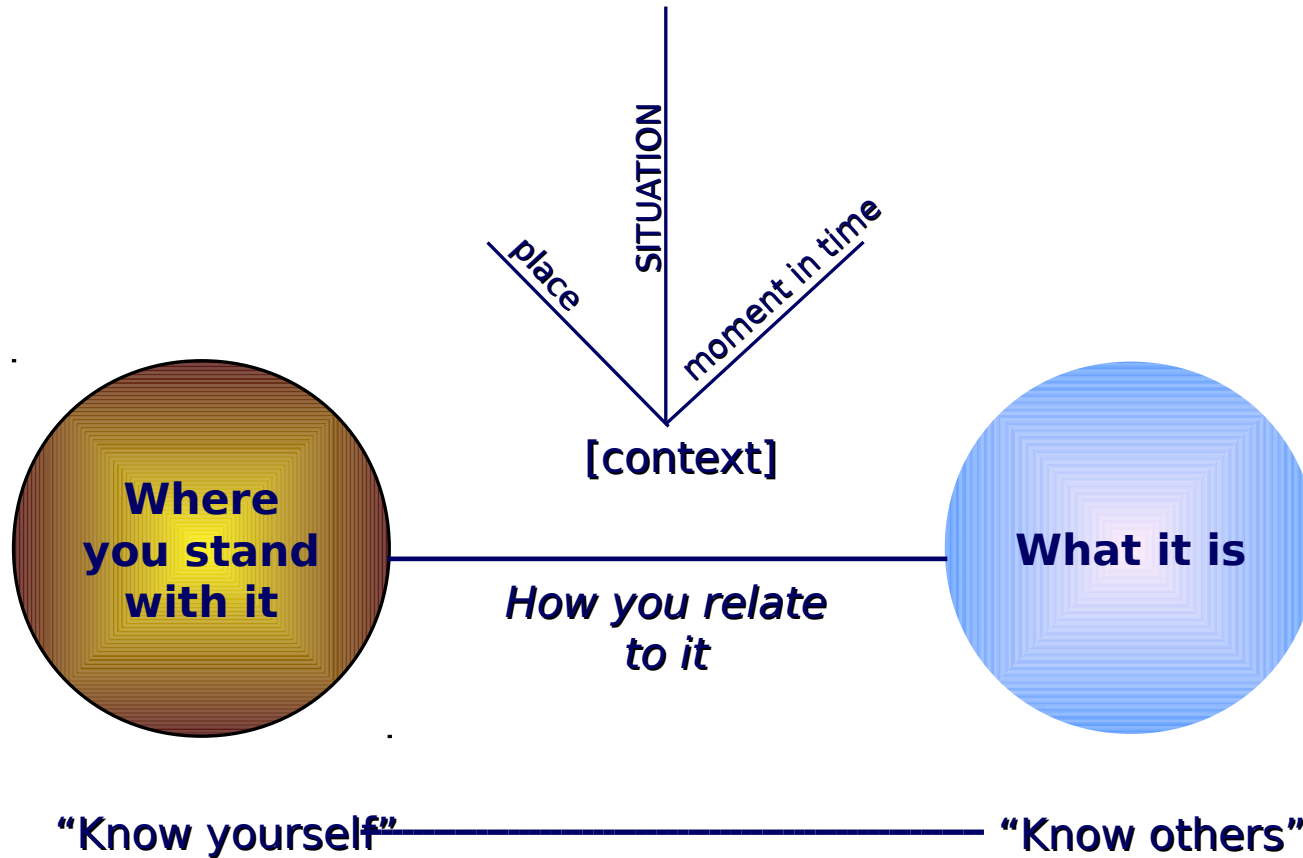
Sun Tzu says

So it is said that if you know others and know yourself, you will not be imperiled in a hundred battles; if you do not know others but know yourself, you win one and lose one; if you do not know others and do not know yourself, you will be imperiled in every single battle.

– Sun Tzu, The Art of War



Aspects of Knowing



In a changing world, future projections cannot be based on past orientation.



U.S. Army Research Institute

For the Behavioral and Social Sciences

Is it possible to make Situational Awareness (SA) a “Basic” or a habitual way of processing and thinking about sensory input? ... Do high SA individuals have better spatial ability or different spatial abilities? Are they better at attention sharing or pattern matching? Do they have mental models or schemas that allow them to be more aware? Do they have the ability to discern patterns that others find difficult?...

One proposal was to design SA exercises to train leaders to adapt to various unpredicted actions on part of the enemy, and to train them to examine their plans from the adversary’s perspective.

**Papers from the 1998
Infantry
Situation Awareness
Workshop**

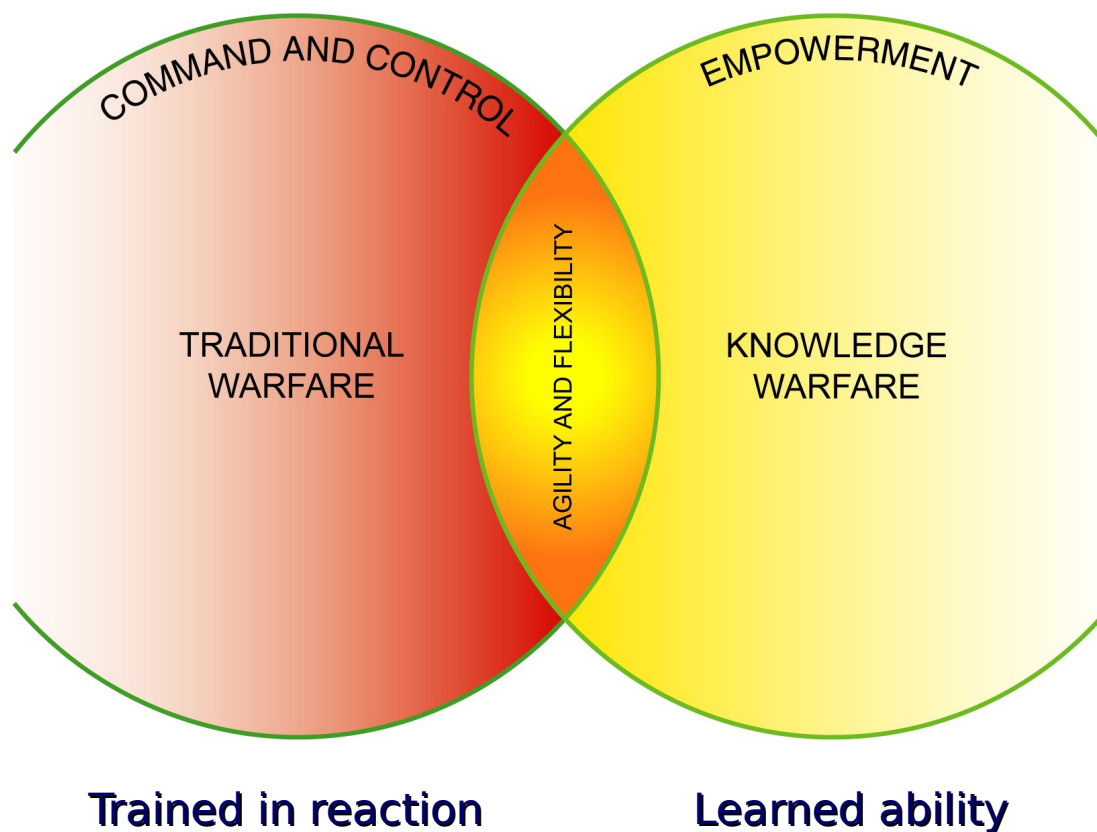


U.S. Army Situational Awareness

- Knowledge of a specific situation that enables a commander to:
 - Place current battlefield events into context;
 - Readily share a portrayal of the situation with staff and subordinates; and
 - Predict, expect and prepare for future states and actions
 - Focus on the mental or intellectual processes
- Results from the ability to derive expected outcomes from conscious and automatic processes, for example, “intuition”



Area of Optimization



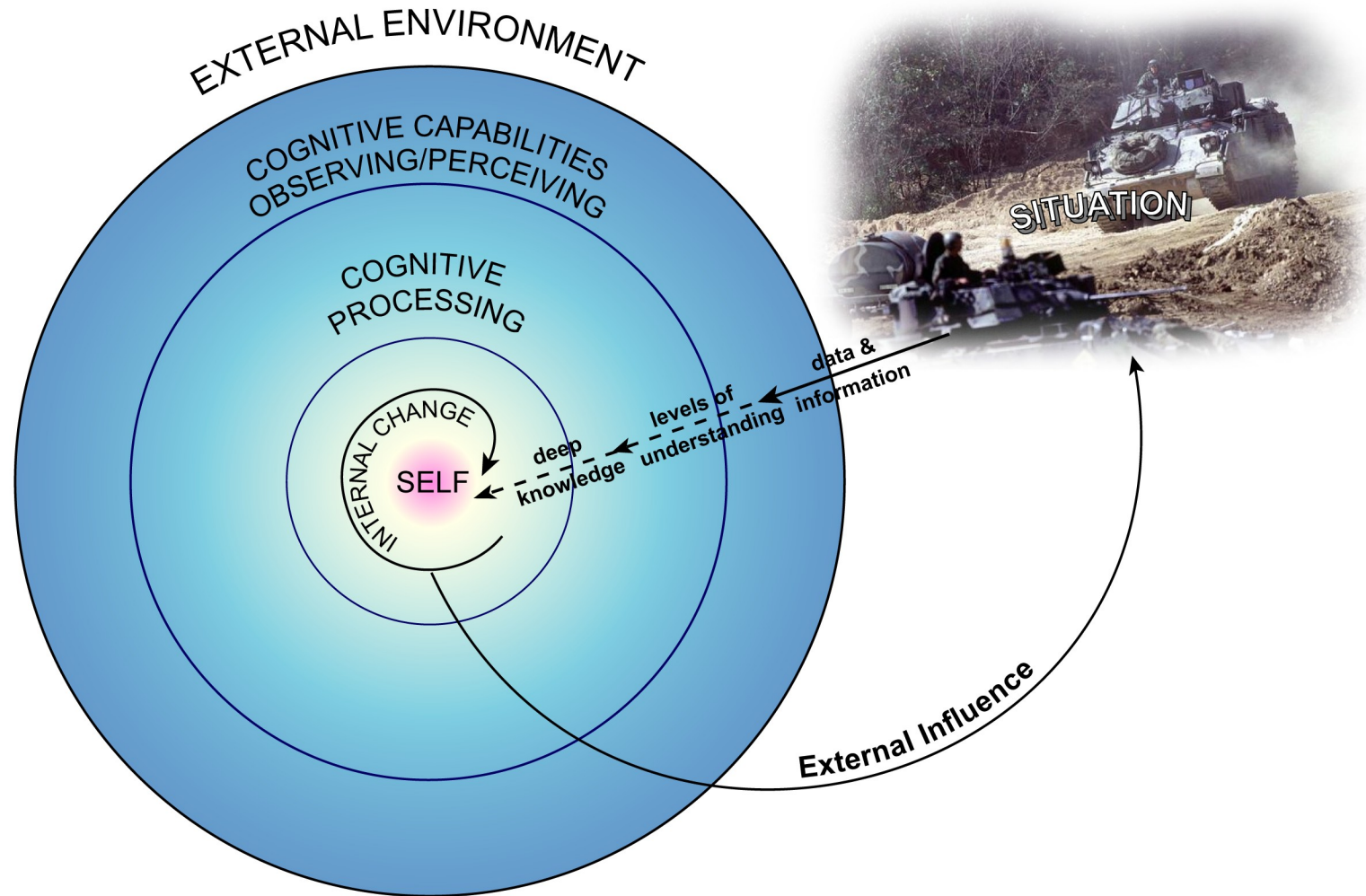
*Empowerment translates into agility and flexibility
at the point of action*



The Knowledge Superiority Vision

- More than any other nation, more than any other Navy, and more than ever before, we rely on the creativity, ingenuity, and intellect of our people. As we cross the threshold of the Information Age, we intend to realize this awesome potential in every corner of our Navy, by every person, as a highly interactive total team. Transcending even our current advantage in physical firepower, our Navy will be alive with the fire of shared understanding. We will do this because we must for our Navy's relevance and readiness in this new era. No foe, present or future, will match our knowledge or our ability to apply it. Indeed, just as forward presence has become a way of life for us, so too will knowledge superiority become a Navy way of life.

Developing the Concept of Knowing

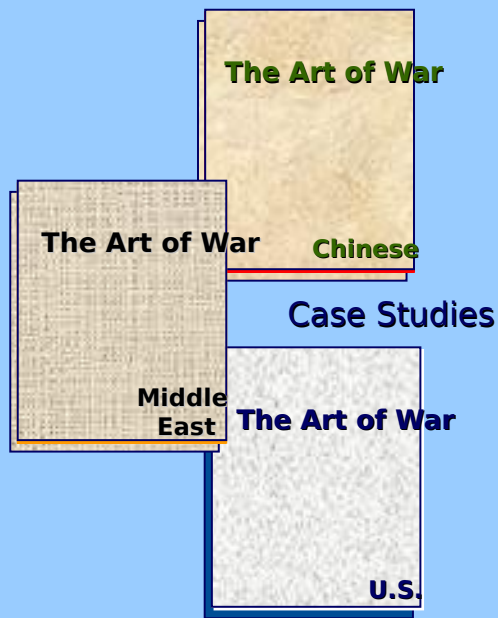




Knowing the Situation



Asymmetrical Threat



- Understanding the situation in context:
 - Current dynamics and forces of environment
 - Complexity of relationships and roles of human emotions and culture
 - Unprecedented amount of available data and information

The challenging phenomenon of situational awareness in today's world.



Boundaries of Knowing

*A problem cannot be
resolved
at the same level that
caused it.*

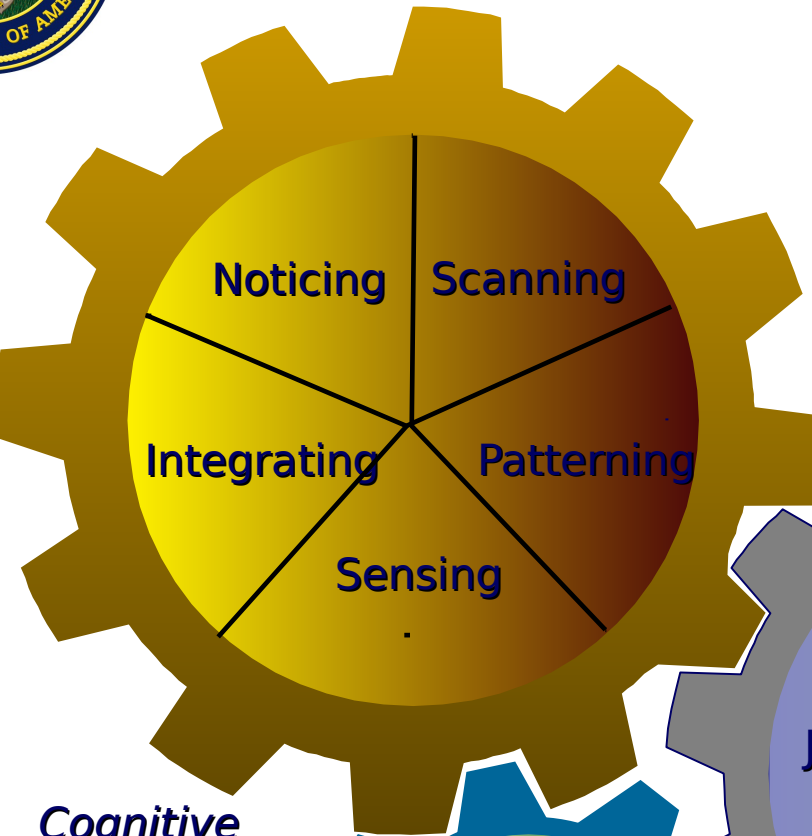
- Einstein

*The boundaries of Knowing are the
level of knowing necessary and sufficient
to succeed in asymmetric warfare.*

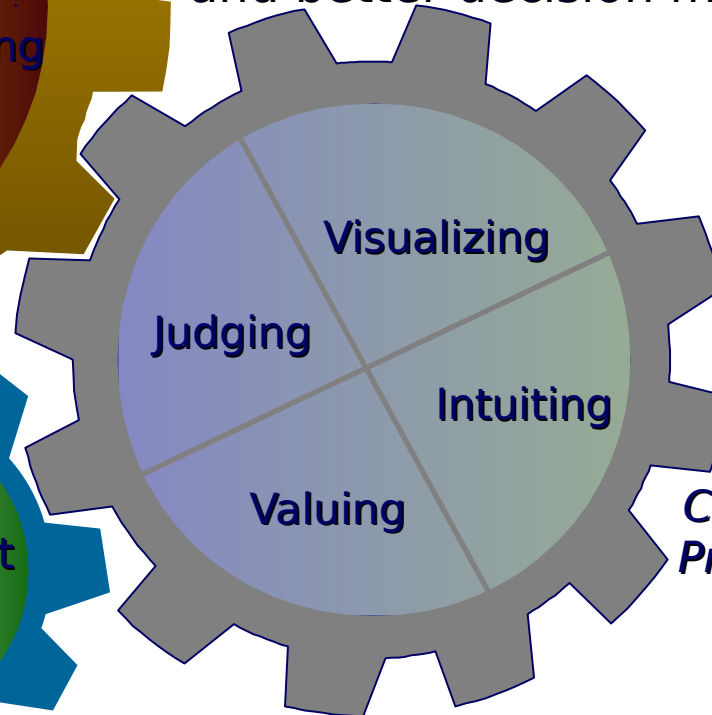


Knowing 2000

"Knowing" improves your ability to develop real discernment, greater associations, wise insight and better decision making.



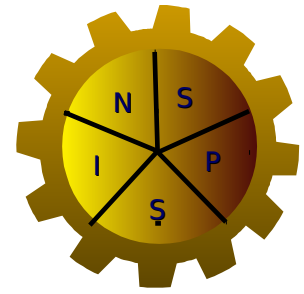
Cognitive Capabilities



Cognitive Processes



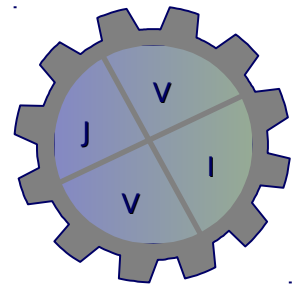
Cognitive Capabilities of Knowing 2000



- **Noticing**
 - Attention and Focus
 - Things and Systems
 - Relationships
 - Relevance
- **Scanning**
 - Environmental “speed reading”
 - Early indicators
 - Filtering and amplifying
 - Environmental noise
- **Patterning**
 - Connections
 - Flow and Trends
 - Rhythm
 - Randomness
- **Sensing**
 - External and internal sensors
 - Openness and receptivity
 - Listening
 - Discernment and Discretion
- **Integrating**
 - Sensemaking
 - Networking
 - Systems thinking
 - Spatial ability



Cognitive Processes of Knowing 2000



- **Visualizing**
 - Power of thought
 - Perspectives and Assumptions:
(Individual, team and organization)
 - Creating focus
 - Imagining
 - Visualizing success
- **Intuiting**
 - Access to non-conscious mind
 - Empathy
 - Emotional Intelligence
 - Trial and error
 - Mindmapping
- **Valuing**
 - Alignment to vision, mission, goals
 - Building meaning
 - Ambiguity and Uncertainty
 - Unknown unknowns
- **Judging**
 - Frames of Reference
 - Metaknowing
 - Verification
 - Heuristics



Self as agent of change



Internal

- Know thyself
- Mental models
- Emotional Intelligence
- Learning and forgetting
- Mental defenses

External

- Modeling behaviors
- Knowledge sharing
- Dialogue
- Storytelling
- The Art of Persuasion

*"Knowing" is doing.
Knowers are attentive, focused and ready to act.*



Benefits of “Knowing”

- Builds situational awareness
- Empowers decision making
- Cultivates discernment and discretion
- Reduces complexity
- Supports Knowledge Superiority



Backup



DON IM/IT Strategic Plan Drivers

Goal 4

- Implement strategies that facilitate the creation and sharing of knowledge.

Goal 8

- Provide Sailors, Marines and Civilians with IM skills and competencies essential for success in the information age; and
- Facilitate Critical thinking skills that take maximum advantage of the richness of data and information enabled by IT.

Goal 9

- Foster and incentivize a technology-enabled, information rich culture.
- Incentivize innovative approaches.
- Recognize IM best practices that foster new patterns of work.

New skill needs for a new age



“Knowing 2000” Implementation Strategy

- Initial classroom sessions (2 ½ days) to develop awareness and early skill set.
- Continuing self-study exercises.
- Follow-on Virtual tool to facilitate broad dissemination.
- Development of a Community of Interest to continue exchange.
- Consider advanced training as areas of need are identified.



Visualizing our Classroom Approach

